United Nations A/58/6 (Sect. 27)

General Assembly

Distr.: General
12 March 2003

Original: English

Fifty-eighth session

Proposed programme budget for the biennium 2004-2005*

Part VI
Human rights and humanitarian affairs

Section 27
Humanitarian assistance

(Programme 20 of the medium-term plan for the period 2002-2005)**

Contents

		Page
Overview		2
A.	Executive direction and management	6
B.	Programme of work	9
	Subprogramme 1. Policy and analysis	10
	Subprogramme 2. Complex emergencies	14
	Subprogramme 3. Natural disaster reduction	18
	Subprogramme 4. Disaster relief	24
	Subprogramme 5. Humanitarian emergency information and advocacy	28
C.	Programme support	32

* The approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 6* (A/58/6/Rev.1).

** *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 6* (A/57/6/Rev.1).

03-27933 (E) 040403

Section 27
Humanitarian assistance

(Programme 20 of the medium-term plan for the period 2002-2005)

Overview

27.1 The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the work programme under section 27 of the programme budget and programme 20 of the medium-term plan for the period 2002-2005.

27.2 The legislative authority and role of the Office derives from General Assembly resolution 46/182 of 19 December 1991, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies.

27.3 The overall orientation of the activities under this programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies; to promote natural disaster reduction; and to facilitate the smooth transition from emergency relief to rehabilitation and development. The Office seeks to achieve this through the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; mobilization and coordination of assistance in complex emergencies; advocacy of humanitarian issues; promotion of natural disaster reduction; mobilization and coordination of assistance for disasters; and making available timely information on emergencies and natural disasters to facilitate global humanitarian assistance.

27.4 The programme is managed by the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs. The work programme is implemented by the New York, Geneva and field offices of the Office for the Coordination of Humanitarian Affairs.

27.5 During the biennium 2004-2005, the Office will focus on enhancing effective and accountable emergency response coordination, both in the field and at Headquarters; improve development and implementation of humanitarian policy; launch a strategic advocacy plan, in collaboration with relevant organizations of the United Nations system, non-governmental organizations and Government authorities; strengthen and extend its information role within the humanitarian community and develop the Office into a well-funded, sustainably structured and well-managed organization.

27.6 In this context, the Office will further develop standardized and enhanced response procedures, tools and mechanisms, including realistic standards of humanitarian coordination and criteria, supported by systematic dissemination of best practices, continuous evaluation and support and training of humanitarian coordinators; set clear guidelines on the role, structure, function and entry and exit strategy for field presences; continue to strengthen the Common Humanitarian Action Plan and the consolidated appeals process; and define its role in post-conflict recovery and poverty crises. It will review and develop a systematic approach to natural disasters, ensuring coherence in disaster response and response preparedness, and strengthen the capacity of developing and disaster-prone countries for disaster prevention, mitigation and reduction. It will strengthen coherence between the United Nations political, peacekeeping, economic, human rights and humanitarian mandates, to better position humanitarian principles and policies within United Nations crisis response discourse and practice; and enhance synergy between humanitarian action and development programming, with timely planning towards transitional and development-

oriented activities in post-conflict and post-disaster societies. Emphasis will be given to formulating system-wide policies and best practices, in collaboration with relevant partners and in particular, through the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs; enhancing partnerships with Member States and humanitarian actors on key policy issues, such as protection of civilians in armed conflict, impact of sanctions on humanitarian assistance and assistance to internally displaced persons. The Office will enhance the profile of humanitarian issues and promote global awareness of forgotten emergencies, including mobilizing better media coverage and will focus on improving systems for collection, analysis and dissemination of information, and maximize the role of information as a key instrument in emergency response and contingency planning. Finally, it will continue to work with Governments to ensure a well-funded and sustainable basis for its financial requirements.

27.7 The programme's main expected accomplishments and indicators of achievement for the biennium 2004-2005 are detailed, together with the required resources, under the programme of work, as well as under executive direction and management. The overall framework of these expected accomplishments and indicators of achievement is shown in table 27.1.

Table 27.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	2	4
B. Programme of work	-	-
Subprogramme 1. Policy and analysis	1	3
Subprogramme 2. Complex emergencies	4	6
Subprogramme 3. Natural disaster reduction	4	12
Subprogramme 4. Disaster relief	4	5
Subprogramme 5. Humanitarian emergency information and advocacy	2	7
Total	**17**	**37**

27.8 The resources required for the biennium 2004-2005 in the amount of $21,824,400 reflects a growth for this priority programme in the amount of $1,247,000, or 6.0 per cent, over the revised appropriations for the biennium 2002-2003. This increase includes $677,800 for the establishment under the regular budget of five new Professional posts (1 P-5, 1 P-4 and 3 P-3) with a view of improving the balance between regular budget and extrabudgetary posts in the Office and the reclassification of one post; $494,200 for the normalization of the four Professional posts approved for the biennium 2002-2003 and $75,000 for non-post requirements. The aforementioned five new posts will strengthen support for humanitarian coordination activities, given the increasing demand for more timely coordination of humanitarian assistance in emergencies and disasters. The establishment of the five posts under the regular budget reflects a commitment by the Secretary-General to continue to gradually strengthen the regular budget component of the Office and responds to General Assembly resolution 57/153 of 16 December 2002, in which the Assembly emphasized that the Office should benefit from adequate and more predictable funding. The reclassification of a D-2 post to the level of Assistant Secretary-General for the Deputy Emergency Relief Coordinator reflects the expanded responsibility of the Office for improving the coordination of international action in providing humanitarian assistance to respond to demands related to increased occurrence of natural disasters and complex emergencies. In addition, the increase in non-post requirements in the amount of $75,000 relates to travel for consultations resulting from the higher rate of occurrence of natural and complex emergencies.

27.9 During the biennium 2004-2005, the estimated amount of $168,958,100, for voluntary contributions, representing 88.1 per cent of the overall resources, will continue to supplement the limited regular budget provisions. The decrease in extrabudgetary resource requirements for 2004-2005, compared to 2002-2003, is the result of the closure of the Office for the Coordination of Humanitarian Affairs field office, that was funded from the Afghanistan Emergency Trust Fund, and the conclusion of the activities of the United Nations Border Relief Office, which was financed from the Kampuchea Emergency Trust Fund. The estimates for extrabudgetary resources include substantial requirements for the offices in New York and Geneva, which are largely funded from the Trust Fund for Strengthening of the Office of the Emergency Relief Coordinator and the Special Account for Programme Support. The Office's field presence relates to the activities carried out under subprogramme 2, Complex emergencies, subprogramme 4, Disaster relief and subprogramme 5, Humanitarian emergency information and advocacy. The increase in the number of extrabudgetary posts reflect the conversion from general temporary assistance to temporary posts for project personnel in the field.

27.10 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as shown below in summary and as distributed in the output information for each subprogramme.

Table 27.2 **Summary of publications**

Publications	*2000-2001 actual*	*2002-2003 estimate*	*2004-2005 estimate*
Recurrent	2	37	22
Non-recurrent	1	-	-
Total	**3**	**37**	**22**

27.11 The estimated percentage distribution of resources under this section is shown in table 27.3 below.

Table 27.3 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	15.2	2.6
B. Programme of work		
Subprogramme 1. Policy and analysis	6.0	2.8
Subprogramme 2. Complex emergencies	22.2	55.2
Subprogramme 3. Natural disaster reduction	10.6	5.7
Subprogramme 4. Disaster relief	17.9	19.6
Subprogramme 5. Humanitarian emergency information and advocacy	9.4	9.3
Subtotal, B	**66.1**	**92.6**
C. Programme support	18.7	4.8
Total	**100.0**	**100.0**

Table 27.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2000-2001 expenditure	2002-2003 appropriation	Resource growth		Total before recosting	Recosting	2004-2005 estimate
			Amount	Percentage			
Executive direction and management	2 196.8	3 200.2	124.3	3.8	3 324.5	245.3	3 569.8
Programme of work	12 418.2	13 294.6	1 122.7	8.4	14 417.3	681.4	15 098.7
Programme support	3 779.0	4 082.6	-	-	4 082.6	154.2	4 236.8
Total	**18 394.0**	**20 577.4**	**1 247.0**	**6.0**	**21 824.4**	**1 080.9**	**22 905.3**

(2) *Extrabudgetary*

	2000-2001 expenditure	2002-2003 estimate	2004-2005 estimate
Total	**153 117.2**	**170 427.7**	**168 958.1**
Total (1) and (2)	**171 511.2**	**191 005.1**	**191 863.4**

Table 27.5 **Post requirements**

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005
Professional and above								
USG	1	1	-	-	-	-	1	1
ASG	-	1	-	-	-	-	-	1
D-2	3	2	-	-	1	1	4	3
D-1	4	4	-	-	2	2	6	6
P-5	9	10	-	-	42	52	51	62
P-4/3	19	23	-	-	158	185	177	208
P-2/1	5	5	-	-	25	29	30	34
Subtotal	**41**	**46**	**-**	**-**	**228**	**269**	**269**	**315**
General Service								
Principal level	2	2	-	-	-	-	2	2
Other level	15	15	-	-	64	80	79	95
Subtotal	**17**	**17**	**-**	**-**	**64**	**80**	**81**	**97**
Total	**58**	**63**	**-**	**-**	**292**	**349**	**350**	**412**

A. Executive direction and management

Resource requirements (before recosting): $3,324,500

27.12 The role and functions of the Emergency Relief Coordinator were defined in General Assembly resolution 46/182 and streamlined by the Assembly in resolutions 52/12 A of 12 November 1997 and 52/12 B of 19 December 1997 and the report of the Secretary-General on reform, which called for strengthening of three core functions, namely: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.

27.13 The Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly those of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its recommendations; manages the Central Emergency Revolving Fund; mobilizes resources and support for the United Nations system's emergency humanitarian programmes; steers the development of policies for humanitarian assistance, in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by a Deputy who also acts as the Deputy Emergency Relief Coordinator.

27.14 Offices in New York and Geneva support the Coordinator. The New York office comprises the Office of the Under-Secretary-General, which assists in the management of the Office as a whole, ensuring complementarity of activities and close cooperation between the two offices; the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat; the Policy Development and Studies Branch, which is responsible for the implementation of subprogramme 1; the Advocacy, External Relations and Information Management Branch, which is responsible for subprogramme 5; and the Humanitarian Emergency Branch, which implements certain elements of subprogramme 2. The Geneva office comprises the Emergency Services Branch, the Response Coordination Branch, and the secretariat of the International Strategy for Disaster Reduction, which implement subprogrammes 2, 4 and 3, respectively; the Inter-Agency Standing Committee Liaison Section and the Advocacy, External Relations and Information Management Branch, which implements subprogrammes 1 and 5.

27.15 The Deputy to the Under-Secretary-General and Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with Member States, intergovernmental and non-governmental organizations, operational humanitarian agencies, as well as the peacekeeping, political and economic activities departments of the Secretariat. The Deputy acts for the Coordinator in his absence on duty or other travel, and represents him, as required, in United Nations bodies, organizations and conferences.

27.16 The Director of the New York office is responsible for advising the Under-Secretary-General and his or her Deputy on the direction, supervision and management of the New York office, and providing advice to the Coordinator on department-wide management policy issues. The Director of the Geneva office is responsible for the overall direction, supervision and management of the Geneva office, and provides advice to the Coordinator on issues within the purview of the Geneva office, particularly on field coordination. The Director interacts with Member States, intergovernmental and non-governmental organizations, as well as operational humanitarian agencies in Europe, and represents the Coordinator as required. The Director also serves as Assistant Emergency Relief Coordinator and Chairman of the Inter-Agency Standing Committee Working Group. The Inter-Agency Standing Committee Liaison Unit is an integral part of the Director's office. The Deputy Director of the Geneva office assists the Director in the management and supervision of the substantive activities of the office. The Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in the latter's capacity as Chairperson of both Committees.

27.17 In New York, the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat facilitates the work of the two committees, in relation to priorities for policy development, operational issues and advocacy in the humanitarian sector. In Geneva, the Inter-Agency Standing Committee secretariat is an integral part of the Office of the Director and provides services to the Inter-Agency Standing Committee, the Standing Committee's Working Group and its sub-working groups. The secretariat, located in New York and Geneva, maintains administrative and consultative communication channels between the members; facilitates regular and ad hoc meetings of the Standing Committee, its Working Group and the Executive Committee; ensures compliance with decisions of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs decisions; monitors their implementation; and undertakes effective advocacy on behalf of the Standing Committee.

27.18 There are two meetings of the Inter-Agency Standing Committee per annum (one each in New York and Geneva); four meetings of its Working Group per annum (two in Geneva, one in New York and one in Rome); 20 meetings of the Reference and Technical sub-working groups per annum (in various locations); and 12 meetings of the Executive Committee on Humanitarian Affairs per annum (in New York). In addition, core group meetings of key Executive Committee on Humanitarian Affairs members occur on an ad hoc basis as needed. Weekly meetings of the Standing Committee members are also held throughout the year, both in New York and Geneva.

Table 27.6 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources.

Expected accomplishments	*Indicators of achievement*
(a) Programme of work is effectively managed and supported within the available human and financial resources	(a) (i) Timely delivery of programmed outputs and services
	(ii) Timely recruitment and placement of staff
	(iii) Cost-effective utilization of resources
(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination	(b) Increase in the number of activities carried out in collaboration with other entities such as the Department of Political Affairs, the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP) and other operational agencies of the United Nations system

Table 27.7 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 885.9	2 935.2	11	11
Non-post	314.3	389.3	-	-
Total	**3 200.2**	**3 324.5**	**11**	**11**
Extrabudgetary	3 960.4	4 347.8	11	15

27.19 The amount of $2,935,200 for posts provides for the continuation of 10 posts and the reclassification of the Deputy Emergency Relief Coordinator from the D-2 to the Assistant Secretary-General level. The Office for the Coordination of Humanitarian Affairs has grown considerably since its original inception as the Department for Humanitarian Affairs in 1992. Its senior management team now consists of the Under-Secretary-General/Emergency Relief Coordinator, a Deputy (currently D-2) to the Under-Secretary-General/Deputy Emergency Relief Coordinator, and two Directors, one for New York and one for Geneva. The management team includes six Chief of Branch posts at the D-1 level. The proposal to upgrade the post of the Deputy Emergency Relief Coordinator to the Assistant Secretary-General level would rationalize the senior management structure of the Office. At present, the New York and Geneva Directors are required to report to both the Emergency Relief Coordinator and the Deputy Emergency Relief Coordinator. The Deputy's functions include deputizing for the Emergency Relief Coordinator, and oversight of

the New York and Geneva offices. Currently, this requires two D-2s to report to another D-2 (the Deputy). The Deputy has Office-wide management functions including field offices, and is required to ensure the coherence of all activities of the Office for the Coordination of Humanitarian Affairs. The Deputy has also representational functions and is required to perform functions on behalf of the Secretary-General, such as the chairing of international meetings. In the field, where the Office's presence has expanded from 17 offices in 1997 to 37 in 2002, the Emergency Relief Coordinator plays a proactive coordination role in support of operational agencies and humanitarian partners. The increased demand for Office for the Coordination of Humanitarian Affairs leadership requires the direct intervention of a senior official of the Secretariat in a wide variety of places, often on an emergency basis. By necessity, the Under-Secretary-General/Emergency Relief Coordinator requires a senior Deputy to ensure full coverage of the Office's activities, whether heading missions to the field, ensuring effective coordination at a senior level with all partners (be they United Nations humanitarian organizations, non-governmental organizations, donors or affected Governments), working with the political and peacekeeping components of the United Nations to ensure coherent crisis management, regular briefings of the Security Council (which have increased considerably over the past three years); collaborating with the Humanitarian Liaison Working Group, at the ambassadorial level, to mobilize support for the humanitarian agenda, or missions to donor countries for fund-raising purposes.

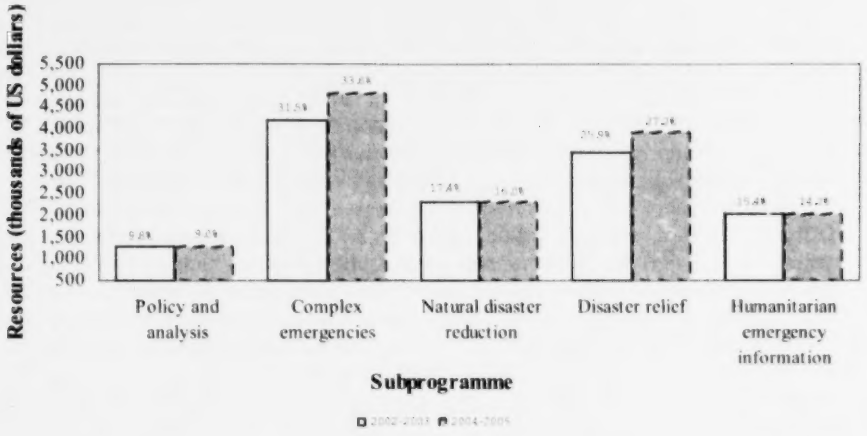
27.20 The resources for non-post items reflect additional requirements for travel in the amount of $75,000 relating to the increased travel by the Coordinator, Deputy Coordinator and the Director of the New York Office to respond to demands related to increased occurrence of natural and complex emergencies.

B. Programme of work

Table 27.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
1. Policy and analysis	1 301.5	1 301.5	4	4
2. Complex emergencies	4 189.3	4 837.9	18	21
3. Natural disaster reduction	2 310.0	2 310.0	-	-
4. Disaster relief	3 441.0	3 915.1	9	11
5. Humanitarian emergency information and advocacy	2 052.8	2 052.8	9	9
Subtotal	**13 294.6**	**14 417.3**	**40**	**45**
Extrabudgetary	162 201.5	156 481.3	266	310

Regular budget resource requirements by subprogramme



Subprogramme 1
Policy and analysis

Resource requirements (before recosting): $1,301,500

27.21 The subprogramme will be implemented by the Policy Development and Studies Branch and the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat in New York.

27.22 In keeping with the Millennium development goal related to strengthening protection of civilians affected by humanitarian emergencies, the subprogramme will promote an effective United Nations response to humanitarian emergencies. It will achieve its expected accomplishments through the formulation of system-wide policies and best practices, in collaboration with relevant partners and in particular, through the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs.

27.23 The subprogramme will strengthen future humanitarian operations by promoting the application of lessons learned from the evaluation of past humanitarian assistance operations, including natural disasters. The aim is to contribute to system-wide guidelines to address the constraints to the delivery of humanitarian assistance. The subprogramme will support the Security Council and Member States in addressing the protection of civilians in armed conflict and the adherence to humanitarian principles. Finally, the subprogramme will contribute to improving coordination and increased coherence between the political, humanitarian and developmental components of the United Nations response to complex emergencies, with particular attention given to promoting the smooth progression from relief to development.

27.24 To implement these objectives in the biennium 2004-2005, the subprogramme will focus on the development of key policies that are essential for improving the coordination of emergency assistance. These policies are expected to enhance the protection of civilians by proposing practical initiatives to promote the application of protection principles at the field level. The policies will also support efforts to establish and harmonize the links between the United Nations humanitarian and developmental tools and strategies such as the consolidated appeals process, the United

Nations Development Assistance Framework and the common country assessment. In the area of evaluations, lessons learned and studies will be undertaken to improve the efficiency and effectiveness of humanitarian assistance through the formulation of an agreed management action plan. This will lead to improvements in the process of humanitarian coordination and will ensure greater accountability at Headquarters and in the field.

27.25 The subprogramme will also provide substantive services to the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs on both the coordination of policy activities and on policy aspects of coordination. It will be responsible for the preparation of the Secretary-General's annual reports to the General Assembly and Economic and Social Council on strengthening of the coordination of humanitarian assistance and will ensure preparation of and follow-up to the humanitarian segment of the Economic and Social Council, as well as the General Assembly. Finally, the Branch will continue to publish lessons learned studies and policy review documents related to its programme of work.

Table 27.9 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To ensure an effective international response to situations calling for humanitarian assistance.

Expected accomplishments	*Indicators of achievement*
(a) Improved coordination within the United Nations system to ensure a coherent United Nations response to humanitarian emergencies	(a) (i) Number of agreements reached by members of the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at the headquarters and the field *Performance measures*: 2000-2001: 3 agreements Estimate 2002-2003: 4 agreements Target 2004-2005: 4 agreements (ii) Increased implementation at the field level of policy guidance emanating from the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs *Performance measures*: 2000-2001: 3 agreements Estimate 2002-2003: 5 agreements Target 2004-2005: 5 agreements

(iii) Increased coherence between the political, humanitarian and developmental components of the United Nations in response to humanitarian emergencies

Performance measures:

2000-2001: 3 tools or strategies

Estimate 2002-2003: 4 tools or strategies

Target 2004-2005: 5 tools or strategies

External factors

27.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus will be reached among humanitarian, developmental and political actors while adhering to their respective mandates.

Outputs

27.27 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: informal briefings of the Second and Third Committees (1); meetings of the plenary (2);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(ii) Security Council:

a. Substantive servicing of meetings: meetings of the Security Council (3); assistance to sanctions committees in fostering new approaches towards more targeted sanctions regimes and more efficient exemption processes (1); informal briefings of Member States (as required) (1);

b. Parliamentary documentation: background papers and briefing notes on humanitarian policy issues; inputs to the reports of the Secretary-General to the Security Council, as required, such as on humanitarian implications of sanctions and protection of civilians in armed conflict (1);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (4);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(b) Other substantive activities (regular budget):

(i) Booklets, fact sheets, wallcharts, information kits: production of an inter-agency training package on enhancing the provision of humanitarian assistance to all populations in need;

(ii) Technical material: gender and humanitarian response. Papers on gender mainstreaming in the humanitarian response to complex emergencies; humanitarian action and human rights. Guidelines or best practices concerning international humanitarian law and human rights instruments for use by relief personnel operating in environments of armed conflict; multi-country study of capacities and deficiencies in the realm of strategic monitoring and evaluation of humanitarian programming, through the consolidated appeal process; strategic coordination. Four strategy papers, policy tools or notes of guidance on issues relating to the interface between political, assistance and human rights dimensions of United Nations responses to crisis in strict conformity with the principles of humanity, neutrality and impartiality and to ensure that they are not working at cross-purposes;

(iii) Humanitarian missions: assessment of the protection of humanitarian principles in specific multidimensional crises within the context of strategic coordination of political, peacekeeping, assistance and rights aspects of the United Nations response; assistance to sanctions committees in fostering new approaches towards more targeted sanctions regimes and more efficient exemption processes; inter-agency coordination in natural disasters: lessons-learned studies in collaboration with UNDP on the United Nations response to recent natural disasters, exploring relief-development linkages in a natural disaster setting; negotiation of consent for humanitarian operations with non-State actors: review of the experience of the humanitarian community in negotiating consent for humanitarian operations with non-State actors in civil war contexts; sanctions. Methodologies to address the humanitarian impact of sanctions;

(iv) Promotion of legal instruments: multi-country study of capacities and deficiencies in the realm of strategic monitoring and evaluation of humanitarian programming, including through the consolidated appeal process; negotiation of consent for humanitarian operations with non-State actors: review of the experience of the humanitarian community in negotiating consent for humanitarian operations with non-State actors in civil war contexts;

(v) Audio-visual resources: collaboration with other agencies to support and to promote the efforts of Governments of affected countries upon their request to assist and to protect internally displaced persons.

Table 27.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 131.3	1 131.3	4	4
Non-post	170.2	170.2	-	-
Total	**1 301.5**	**1 301.5**	**4**	**4**
Extrabudgetary	3 350.5	4 772.8	11	13

27.28 The amount of $1,301,500 provides for the continuation of the four posts within the subprogramme and resources related to consultants and travel.

Subprogramme 2
Complex emergencies

Resource requirements (before recosting): $4,837,900

27.29 For the biennium 2004-2005, the subprogramme will be implemented in Geneva by the Response Coordination Branch and by the Emergency Services Branch. The Humanitarian Emergency Branch in New York will focus on the articulation of United Nations policies in response to disasters and emergencies.

27.30 Its principal legislative mandate is contained in General Assembly resolution 46/182 and subsequent resolutions on strengthening of the coordination of humanitarian emergency assistance of the United Nations; in General Assembly resolutions 54/96 A, B, D, E, F, H and J on strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance to individual countries or regions; and in Economic and Social Council agreed conclusions 1999/1 on special economic, humanitarian and disaster relief assistance.

27.31 In meeting their objective, the Branches are guided by the Office's strategic plan to ensure effective and accountable leadership in response coordination, and to continue developing dynamic and enhanced coordination systems. Enhanced support will be provided to resident and humanitarian coordinators in the field to ensure a coordinated and coherent approach to major complex emergencies through the strategies of clear and realistic common humanitarian action plans, increased synergy between humanitarian action and development programming, with clear and direct links between the consolidated appeal process and the United Nations Development Assistance Framework, and timely planning towards transitional and development activities in post-conflict societies. Coordination will be improved through strengthened inter-agency structures in the field (especially the United Nations country team) and at Headquarters (including the Inter-Agency Standing Committee, the Executive Committee on Humanitarian Affairs and inter-departmental task forces), and through the advocacy and dissemination of humanitarian principles. Greater coherence between the United Nations political, economical, human rights and humanitarian mandates will also be sought, as well as the mainstreaming of the gender concerns into every emergency response.

27.32 In Geneva, the Response Coordination Branch and the Emergency Services Branch will be responsible for activities related to field operations and resource mobilization. In New York, the Humanitarian Emergency Branch will directly advise the Under-Secretary-General/Emergency Relief Coordinator on humanitarian coordination issues and response priorities to complex emergencies, informed by political, security and peacekeeping considerations.

27.33 Users of the activities implemented under the programme are United Nations agencies and deliberative bodies, Governments, other humanitarian organizations and, most importantly, recipients of humanitarian aid, who will benefit from better integrated and coordinated programmes.

Table 27.11 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To ensure a coherent, timely and effective response by the United Nations system and other relevant organizations to complex emergencies.

Expected accomplishments	*Indicators of achievement*
(a) Timely and coordinated support to operational agencies engaged in the response to humanitarian emergencies; identification of the needs of emergency-affected population in a timely manner	(a) (i) Reduction in the period of time for the deployment of humanitarian coordination personnel to the field at the onset of a complex emergency *Performance measures*: 2000-2001: 10 days Estimate 2002-2003: 5 days Target 2004-2005: 5 days (ii) Increased participation of other United Nations agencies in the response to a complex emergency *Performance measures*: 2000-2001: 4 agencies Estimate 2002-2003: 6 agencies Target 2004-2005: 10 agencies
(b) Increased availability of resources for humanitarian activities through the consolidated appeal process	(b) (i) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals *Performance measures*: 2000-2001: 50 per cent Estimate 2002-2003: 58 per cent Target 2004-2005: 65 per cent (ii) Reduced time between the issuance of appeals and receipt of contributions *Performance measures*: 2000-2001: 6 months Estimate 2002-2003: 4 months Target 2004-2005: 3 months

(c) Progress in mainstreaming a gender perspective in strategies for emergency response	(c) Number of common humanitarian action plans which incorporate strategies to meet the particular needs of women *Performance measures*: 2000-2001: 50 per cent Estimate 2002-2003: 60 per cent Target 2004-2005: 100 per cent
(d) Humanitarian responses of the United Nations system are properly informed by political, security and peacekeeping considerations and integrated with political and peacekeeping initiatives	(d) The timely establishment of effective interdepartmental coordination mechanisms at United Nations Headquarters *Performance measures*: 2000-2001: 5 working groups Estimate 2002-2003: 7 working groups Target 2004-2005: 10 working groups

External factors

27.34 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is an effective state of preparedness and surge capacity for responding to humanitarian emergencies; and (b) there is timely and adequate response to consolidated appeals.

Outputs

27.35 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: plenary and Third Committee meetings (Humanitarian Emergency Branch) (2);

b. Parliamentary documentation: reports on specific complex emergency situations and issues in response to mandates (Humanitarian Emergency Branch) (10);

(ii) Security Council:

a. Substantive servicing of meetings: meetings of the Security Council, as required (Humanitarian Emergency Branch) (2);

b. Parliamentary documentation: background papers, statements and briefing notes (Humanitarian Emergency Branch) (100); reports of the Secretary-General to the Security Council (humanitarian component) (Humanitarian Emergency Branch) (80);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: activities and extrabudgetary requirements of the Office for the Coordination of Humanitarian Affairs;

(ii) Booklets, fact sheets, wallcharts, information kits: booklets, fact sheets, wallcharts, information kits and press kits related to the consolidated appeal process;

(iii) Special events: donor meetings (Humanitarian Liaison Working Group in Geneva) and informal briefings and consultations of Member States on specific complex emergency situations; regular consultations with Governments of affected countries, donors, international organizations of the United Nations system and other organizations and institutions, on humanitarian emergencies and the coordination of appropriate response;

(iv) Technical material: guidance notes to Humanitarian Coordinators on key issues through the analysis of their monthly notes and reports to the Emergency Relief Coordinator and follow-up actions (Humanitarian Emergency Branch); maintenance of a roster of potential resident/humanitarian coordinators (Humanitarian Emergency Branch); notes on specific country situations to support the policy and advocacy work of the Office for the Coordination of Humanitarian Affairs; notes to the Emergency Relief Coordinator, the Executive Office of the Secretary-General and other senior managers on policy issues, specific complex emergency situations and donor mobilization and funding issues; periodic and special reports on the funding status of consolidated appeals; reports and briefing notes on specific complex emergency situations and funding issues for the Humanitarian Liaison Working Group in New York (Humanitarian Emergency Branch); reports or briefing notes on specific complex emergency situations for the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Senior Management Group and the Executive Office of the Secretary-General (Humanitarian Emergency Branch); training and technical materials covering issues related to the consolidated appeal process;

(v) Humanitarian missions: consolidated inter-agency appeals to the donor community on specific countries and regions affected by complex humanitarian emergencies; fact-finding and humanitarian needs assessment missions, joint missions with donor representatives, strategy-building missions and missions to review field coordination arrangements (Humanitarian Emergency Branch/Response Coordination Branch/Emergency Services Branch);

(vi) Substantive servicing of inter-agency meetings: participation in meetings of the sub-working group of the Inter-Agency Standing Committee on the consolidated appeal process; periodic meetings with and briefings of intergovernmental and non-governmental organizations and United Nations operational agencies on humanitarian issues, programmes and contingency planning efforts; regular meetings with and briefings of Inter-Agency Standing Committee member representatives and non-governmental organizations on humanitarian issues, response programmes and contingency planning efforts (Humanitarian Emergency Branch);

(vii) Documentation for inter-agency meetings: notes on specific country situations in support of the interdepartmental and agency framework for coordination process and interdepartmental task forces or working groups on a specific country or region (Humanitarian Emergency Branch).

Table 27.12 **Resource requirements: subprogramme 2**

Category	Resources (thousands of United States dollars) 2002-2003	Resources (thousands of United States dollars) 2004-2005 (before recosting)	Posts 2002-2003	Posts 2004-2005
Regular budget				
Post	3 766.8	4 415.4	18	21
Non-post	422.5	422.5	-	-
Total	**4 189.3**	**4 837.9**	**18**	**21**
Extrabudgetary	108 584.3	93 222.8	168	199

27.36 The amount of $4,415,400 provides for the continuation of 18 posts and the establishment of three posts (1 P-5, 1 P-4 and 1 P-3) to coordinate humanitarian response to both complex emergencies and natural disasters. The new posts would strengthen support to core humanitarian coordination activities in the field, as well as the Office's response capacity in the face of the increasing frequency and magnitude of disasters and emergencies. In particular, the post of Deputy Chief (P-5) in the Humanitarian Emergency Branch in New York and two humanitarian affairs officer posts (1 P-4 and 1 P-3) in the Response Coordination Branch at Geneva would be responsible for the coordination of humanitarian response to both complex emergencies and natural disasters. The amount of $422,500 for non-post items provides for consultants, and travel and other costs at the maintenance level to support humanitarian assessments and missions.

Subprogramme 3
Natural disaster reduction

Resource requirements (before recosting): $2,310,000

27.37 Activities under this subprogramme, namely, the coordination of operational activities for natural disaster mitigation, prevention and preparedness, including the Disaster Management Training Programme, were transferred to UNDP in 1998, together with the related resources in the form of a grant, in the context of the Secretary-General's programme of reform, as approved by the General Assembly in its resolution 52/12 B. That action left the Office for the Coordination of Humanitarian Affairs with responsibility for activities relating to the International Decade for Natural Disaster Reduction.

27.38 The General Assembly, in its resolution 54/219 of 22 December 1999, established the secretariat for the International Strategy for Disaster Reduction and the Inter-Agency Task Force for Natural Disaster Reduction as successor arrangements for the International Decade for Natural Disaster Reduction. The secretariat for the Strategy and its activities are exclusively financed from extrabudgetary resources.

27.39 The United Nations programme for reform, in 1997, undertook to redistribute operational aspects of responsibilities of the Emergency Relief Coordinator to other parts of the United Nations system. Based on those proposals, the General Assembly, at its fifty-second session, decided to transfer to UNDP the responsibilities of the Emergency Relief Coordinator for operational activities for natural disaster mitigation, prevention and preparedness. In this regard, UNDP will continue its work on strengthening national capacities of highly disaster prone developing countries, particularly least developed countries, to develop substantive policies on contemporary disaster-reduction issues related to its core business areas, such as poverty reduction, democratic

governance and environment in the areas of disaster prevention, preparedness, mitigation and sustainable recovery. UNDP will provide support to policy formulation, advocacy and resource mobilization to this end. Focus will be on the formulation and implementation of regional, subregional and national disaster-reduction strategies and action plans through technical cooperation. Within the context of the strategy framework, increased emphasis will be placed on improving national and global information on disaster risk and vulnerabilities, the development of natural hazard risk assessment tools and methodologies and the incorporation of disaster-reduction principles and practices into poverty reduction. UNDP will also extend support through the United Nations resident coordinator system in the post-disaster phase to facilitate a smooth transition from relief to development and will provide support for the development of sustainable post-disaster recovery plans which reduce future risk and facilitate effective post-disaster rehabilitation and reconstruction. The continued implementation of the Disaster Management Training Programme will strengthen the United Nations system-wide coordination and capacities at the country level through focusing on policies and practices in disaster mitigation and including preparedness planning. The secretariat of the International Strategy for Disaster Reduction is funded exclusively from extrabudgetary resources.

27.40 With regard to the transfer of responsibility for disaster mitigation to UNDP, the General Assembly, in its resolution 52/12 B, requested the Secretary-General to submit a report on the method of financing of natural disaster mitigation, prevention and preparedness activities beyond the biennium 1998-1999. The Secretary-General, in his report to the General Assembly at its fifty-third session, recommended that the resources for managing and coordinating operational activities for natural disaster mitigation, prevention and preparedness continue to be provided, in accordance with the intent of the General Assembly as set out in paragraph 16 of its resolution 52/12 B, by a grant from the regular budget of the United Nations for future bienniums. The Secretary-General, therefore, proposes the continuation of the grant for the biennium 2004-2005 at the same level as for the biennium 2002-2003.

Table 27.13 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To reduce vulnerability to natural hazards, and to ensure effective international support to reduce the impact of disasters, through the implementation of coherent policies and measures in this regard.

Expected accomplishments	*Indicators of achievement*
(a) Increased public awareness for the development of a culture of prevention and reduction of risk and vulnerability to natural hazards	(a) (i) Increased number of countries adopting risk reduction within their development plans and policies *Performance measures*: 2000-2001: 10 countries Estimate 2002-2003: 20 countries Target 2004-2005: 30 countries (ii) Increased educational content on disaster risk management in schools and higher education

	Performance measures: 2000-2001: 10 countries Estimate 2002-2003: 20 countries Target 2004-2005: 30 countries
(b) Increased application of scientific and technical knowledge for risk and vulnerability reduction by policy makers at national levels	(b) (i) Increased development of tools for risk assessment and monitoring of progress to disaster risk reduction field *Performance measures*: 2000-2001: 0 tools Estimate 2002-2003: 1 tool Target 2004-2005: 3 tools (ii) Increased number of countries where the tools are being applied by Governments and local authorities *Performance measures*: 2000-2001: 10 countries Estimate 2002-2003: 15 countries Target 2004-2005: 30 countries (iii) Increased information exchange among Governments, regional, international organizations and relevant expert institutions, through the International Strategy for Disaster Reduction clearing house facility *Performance measures*: 2000-2001: 10 meetings Estimate 2002-2003: 12 meetings Target 2004-2005: 20 meetings
(c) Increased capacity of developing countries for disaster prevention, preparedness, mitigation and recovery	(c) (i) Increased number of regional and subregional strategies developed *Performance measures*: 2000-2001: 0 strategies Estimate 2002-2003: 6 strategies Target 2004-2005: 10 strategies

		(ii) Increased number of countries adopting national programmes to implement disaster risk reduction strategies *Performance measures*: 2000-2001: 0 countries Estimate 2002-2003: 10 countries Target 2004-2005: 20 countries
		(iii) Improved institutional frameworks and legislative systems for disaster risk reduction *Performance measures*: 2000-2001: 0 countries Estimate 2002-2003: 4 countries Target 2004-2005: 8 countries
		(iv) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery efforts *Performance measures*: 2000-2001: 0 countries Estimate 2002-2003: 10 countries Target 2004-2005: 15 countries
(d) Better mobilization of international support to help in the prevention and management of natural disasters, as well as post-disaster rehabilitation	(d)	(i) Increased number of countries where disaster-reduction measures are incorporated into the development framework, such as the common country assessment and United Nations Development Assistance Framework *Performance measures*: 2000-2001: 0 countries Estimate 2002-2003: 5 countries Target 2004-2005: 10 countries

(ii) Increased number of countries where the capacity of United Nations country teams is strengthened in managing risk reduction and recovery programmes through technical support, training and knowledge networking

Performance measures:

2000-2001: 0 countries

Estimate 2002-2003: 20 countries

Target 2004-2005: 30 countries

External factors

27.41 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions and non-governmental organizations); and (b) strategies for disaster reduction are adopted.

Outputs

27.42 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: plenary meetings (2); Third Committee meetings (1);

b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (4);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (2);

b. Parliamentary documentation: contribution to reports on disaster situations and coordination of humanitarian assistance (2); reports on advancement of the International Strategy for Disaster Reduction (2);

(iii) Ad hoc expert groups: Advisory Board meeting and Technical Advisory Group meeting for the review and assessment system for the annual report on the global state of vulnerability, risk trends and disaster reduction;

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: annual report on the global state of vulnerability, risk trends and disaster reduction; bimonthly information highlights from the International Strategy for Disaster Reduction secretariat; biannual newsletter;

(ii) Booklets, fact sheets, wallcharts, information kits: publication of information kits for media, set of public information material and a final report on celebrations in countries and organizations, press conferences and related workshops and seminars;

(iii) Special events: a global programme of action and guidelines for effective disaster risk reduction at all levels; grant of special awards in recognition of outstanding contributions to disaster reduction in form of the United Nations-Sasakawa Award for Disaster Prevention on an annual basis; annual public awareness campaign to lead up to the commemoration of the International Day for Disaster Reduction on the second Wednesday of every October; thematic conferences or workshops on disasters and development; indicators for disaster risk reduction and vulnerability; climate change and disaster reduction; early warning; and urban disaster risk management and assessment;

(iv) Technical material: a disaster risk reduction information management system based on knowledge networks; databases of disaster reduction expertise and initiatives, web site portals on disaster reduction; electronic networking tools; Disaster Management Training Programme web site maintenance; educational material and booklets, entitled "Learning how to prevent disasters" and the children's game "Risk Land — Learning how to prevent disasters"; guidelines for national contingency planning and disaster preparedness; guidelines for a review system to monitor progress at all levels on disaster risk reduction, guidelines for a risk and vulnerability index; inter-agency training and guidelines for disaster risk assessment and planning for the use in the common country assessment and the United Nations Development Assistance Framework process; publication on evaluations, lessons learned and best practice examples in disaster reduction and post-disaster recovery; thematic publications, reports and fact sheets drawn from the International Strategy for Disaster Reduction information system and global review on disaster-reduction initiatives; training material for the Disaster Management Training Programme; urban risk assessment and multi-hazard tools and methodology;

(v) Seminars for outside users: participation in the ProVention Consortium and contribution to its thematic task groups on disaster prevention and risk management;

(vi) Substantive servicing of inter-agency meetings: facilitation and coordination by UNDP of pledging conferences on behalf of national Government(s) for post-disaster rehabilitation and reconstruction after major disasters; Inter-Agency Task Force on Disaster Reduction: organization of meetings; background papers and reports, backstopping of working groups of the Task Force; meetings of the Inter-Agency Task Force on the implementation, monitoring and revision of the Disaster Management Training Programme on disaster risk reduction and mitigation and on national contingency planning and preparedness; provide policy inputs to the Plan of Implementation and related Type II-partnerships, for the follow-up to the World Summit on Sustainable Development;

(vii) Documentation for inter-agency meetings: progress reports from expert and working group meetings on risk, vulnerability and impact indicators and assessment;

(c) Technical cooperation (regular budget):

(i) Advisory services: application of national contingency planning and disaster preparedness; coordination of the United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support to

formulation of regional, subregional and national strategies and action plans for disaster reduction;

(ii) Training courses, seminars and workshops: Disaster Management Training Programme for the United Nations disaster management teams regional consultations and national workshops; UNDP country office training on inclusion of disaster reduction in the common country assessment and the United Nations Development Assistance Framework process, training for recovery planning;

(iii) Field projects: assessment of national disaster-reduction capacity-building needs; evaluation of national programmes; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

Table 27.14 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	2 310.0	2 310.0	-	-
Total	**2 310.0**	**2 310.0**	-	-
Extrabudgetary	5 806.0	9 598.7	21	21

27.43 The amount of $2,310,000 provides for the continuation of the grant to UNDP.

Subprogramme 4
Disaster relief

Resource requirements (before recosting): $3,915,100

27.44 The subprogramme will be implemented by the Response Coordination Branch and the Emergency Services Branch of the Geneva Office, and the Humanitarian Emergency Branch in New York.

27.45 The overall objective will be achieved through support to the Governments of disaster-affected countries and the strengthening of mechanisms for natural disaster response through an increased membership of developing and disaster-prone countries in emergency response networks, further development and strengthening of the Office's response capacities, further improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and environmental emergencies, as well as through an increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies in relevant activities, including training and exercise programmes. Emphasis will be placed on ensuring timely dissemination of information on the situation in countries affected by disasters, including the identification of resource requirements, to humanitarian partners; activating disaster-response tools to reduce the impact of natural disasters; expansion of the United Nations Disaster Assessment Coordination team in different regions; standardizing operational guidelines for international urban search and rescue teams; establishing a comprehensive network of partners comprising Governments, United Nations agencies, intergovernmental and non-governmental organizations through the Partnership on Environmental

Emergencies; strengthening civil and military coordination; preparing the normative and operational framework for international telecommunications in emergency situations and ensuring that the impact on gender is reflected in every major disaster report. Users of the activities implemented under this subprogramme are the Governments of disaster-affected countries, other humanitarian organizations, and most notably, the victims of natural disasters who will benefit from the timely and well-coordinated delivery of disaster relief assistance.

27.46 The Response Coordination Branch will be responsible for providing field support and in-country coordination arrangements, the use of coordination tools and the setting up of new offices, as well as administrative backstopping; the Emergency Services Branch will be responsible for developing, mobilizing and coordinating the capacity of the Office for the Coordination of Humanitarian Affairs to provide emergency services and expedite the provision of international humanitarian assistance; and the Humanitarian Emergency Branch in New York will be responsible for the overall policy framework for humanitarian action in a country and for ensuring humanitarian interface with political, peacekeeping, military, security and development concerns.

Table 27.15 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To facilitate the timely delivery of disaster-relief assistance, upon the request of the Member States concerned, to victims of natural disasters and environmental emergencies, including technological accidents.

Expected accomplishments	*Indicators of achievement*
(a) Timely dissemination of information on the situation in countries and areas affected by natural and environmental disasters, including the identification of resource requirements, to humanitarian partners	(a) Timely response of Member States in providing resources for the emergency *Performance measures*: 2000-2001: 72 hours Estimate 2002-2003: 60 hours Target 2004-2005: 48 hours
(b) More timely and better coordination of the response to the countries affected by a disaster	(b) International assistance is provided to the affected country within 48 hours following the issuance of the situation report and appeal for funds *Performance measures*: 2000-2001: 72 hours Estimate 2002-2003: 60 hours Target 2004-2005: 48 hours
(c) Strengthening of the international coordination between humanitarian and military actors	(c) (i) Military and civil defence assets can be accessed by Member States, in particular, through the expansion of the central register

	Performance measures: 2000-2001: 50 user countries Estimate 2002-2003: 80 user countries Target 2004-2005: 120 user countries (ii) Continue to organize United Nations civil and military coordination courses, international meetings of civil and military coordination practitioners, as well as workshops, seminars and training programmes *Performance measures*: 2000-2001: 8 courses Estimate 2002-2003: 10 courses Target 2004-2005: 15 courses
(d) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents	(d) Impact on gender is reflected in situation reports issued during every major disaster *Performance measures*: 2000-2001: 50 per cent of reports Estimate 2002-2003: 70 per cent of reports Target 2004-2005: 100 per cent of reports

External factors

27.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the Government of the affected country requests and/or accepts international assistance; (b) donors are willing to respond to disasters; (c) humanitarian workers have unhindered access to the disaster area; and (d) cooperation of authorities and humanitarian partners is available.

Outputs

27.48 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: substantive servicing of meetings: plenary meetings (1); Third Committee meetings (1);

(ii) Economic and Social Council: substantive servicing of meetings: meetings of the Economic and Social Council (2);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: field manual for military and civil defence personnel; field manual for military and civil defence personnel with respect to disaster relief;

(ii) Fact-finding missions: lessons learned/post-disaster analysis missions (Response Coordination Branch/Emergency Services Branch);

(iii) Technical material: annual brochure containing a statistical summary of disaster relief activities (Response Coordination Branch); annual report on relief goods in stock in Brindisi (Emergency Services Branch); biannual technical material on relief goods in stock (Emergency Services Branch); maintenance and upgrading of a database/roster for military and civil defence, environmental and other resources (Emergency Services Branch); maintenance and upgrading of the International Search and Rescue Advisory Group Search and Rescue Directory on the Web (Emergency Services Branch); preparation and updating of manuals and guidelines on field coordination of humanitarian relief assistance (Response Coordination Branch/Emergency Services Branch); preparation and updating of manuals and guidelines on the use of military and civil defence assets (Emergency Services Branch); situation reports, including appeals for international assistance on natural disasters and environmental emergencies (Response Coordination Branch);

(iv) Humanitarian missions: processing of emergency grants to disaster-affected countries (Response Coordination Branch); response preparedness and relief missions to disaster and emergency sites (Response Coordination Branch/Emergency Services Branch);

(v) Promotion of legal instruments: promotion of activities related to the Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations, in cooperation with the International Telecommunication Union (Emergency Services Branch);

(vi) Seminars for outside users: organization of regional meetings of the International Search and Rescue Advisory Group, meetings of its Steering Committee and International Search and Rescue Team Leaders' meetings (Emergency Services Branch); planning and participation in urban and search and rescue exercises (Emergency Services Branch);

(c) Technical cooperation (extrabudgetary):

Training courses, seminars and workshops: organization of and participation in training courses for military and civil defence personnel on disaster response and disaster management; organization of international workshops related to emergency assessment and field coordination, as well as regional and national response preparedness; planning and participation in exercises in civil and military cooperation; seminars in Africa, America, Asia and Europe on disaster management;

(d) Administrative support services (regular budget and extrabudgetary):

(i) Overall administration and management: support to approximately four regional disaster response advisory units in the field;

(ii) Central support services: maintaining and replenishing stock of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse (Italy) to provide relief assistance to victims of emergencies.

Table 27.16 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 737.8	2 211.9	9	11
Non-post	1 703.2	1 703.2	-	-
Total	**3 441.0**	**3 915.1**	**9**	**11**
Extrabudgetary	30 829.7	33 150.1	34	35

27.49 The amount of $2,211,900 provides for the continuation of nine posts and the establishment of two new P-3 posts to support the operations of the Field Coordination Support Section. These new posts will strengthen the Office's core regular budget component which will manage the technical and logistical resources in the field. The non-post resources provide for consultants, travel and emergency grants to support disaster relief assistance.

Subprogramme 5
Humanitarian emergency information and advocacy

Resource requirements (before recosting): $2,052,800

27.50 The subprogramme will be implemented by the Advocacy, External Relations and Information Management Branch in New York, and its "satellites" in Geneva (the Advocacy and External Relations Section, the Geneva ReliefWeb unit and the Information Technology Section).

27.51 In the biennium 2004-2005, the Office for the Coordination of Humanitarian Affairs will harmonize and integrate information management functions within the Office, increase the capacity for information analysis (especially in the field), further improve information exchange among its humanitarian partners and continue to explore and provide tools to both its staff and the humanitarian community to take advantage of emerging information and communications technology.

27.52 On the advocacy side, the Branch will strengthen partnership with other United Nations Secretariat media and communication entities, external media, scientific institutions, academia and the private sector; consolidate liaison with external partners (such as Governments, national and European Parliamentarians, Group of 77 coordinators, permanent missions, international and regional organizations, including humanitarian non-governmental organizations); develop advocacy and public information guidelines and preparedness capacity for regional support offices and Office for the Coordination of Humanitarian Affairs field offices; continue to undertake advocacy campaigns on, inter alia, protection of civilians, the consolidated appeal process, forgotten emergencies and internally displaced persons; and further enhance the Office's information services (Office for the Coordination of Humanitarian Affairs Online, ReliefWeb and the Integrated Regional Information Network) as vehicles for public information.

Table 27.17 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective: To facilitate decision-making of the international and humanitarian community on relief, logistics, funding and contingency planning and to increase support for and awareness of humanitarian principles and concerns.

Expected accomplishments	*Indicators of achievement*
(a) Increased level of preparedness to deal with emergencies and greater understanding of humanitarian concerns	(a) (i) Increase in the number of users of information made available through ReliefWeb *Performance measures*: 2000-2001: 102,000,000 yearly number of hits Estimate 2002-2003: 170,000,000 yearly number of hits Target 2004-2005: 250,000,000 yearly number of hits (ii) Media reports on humanitarian principles and concerns *Performance measures*: 2000-2001: 74 press releases Estimate 2002-2003: 100 press releases Target 2004-2005: 150 press releases (iii) Increase in the number of users of information made available through the Office for the Coordination of Humanitarian Affairs-online *Performance measures*: 2000-2001: 2,000,000 yearly number of hits Estimate 2002-2003: 2,500,000 yearly number of hits Target 2004-2005: 5,000,000 yearly number of hits (iv) Increase in the number of users of information made available through the Integrated Regional Information Network

	Performance measures: 2000-2001: 12,000,000 yearly number of hits Estimate 2002-2003: 100,000,000 yearly number of hits Target 2004-2005: 400,000,000 yearly number of hits
	(v) Increase in the number of users of information made available through the Integrated Regional Information Network by subscription
	Performance measures: 2000-2001: 12,800 direct subscribers Estimate 2002-2003: 20,000 direct subscribers Target 2004-2005: 30,000 direct subscribers
(b) Timely provision of relief, logistics, funding and contingency planning, in view of the expanded access to and increased utilization of timely information on emergency situations	(b) (i) Improvement in emergency response time because of the availability of information
	Performance measures: 2000-2001: 5 early warning reports Estimate 2002-2003: 10 early warning reports Target 2004-2005: 20 early warning reports
	(ii) Improved emergency response due to availability of contingency plans
	Performance measures: 2000-2001: 16 contingency plans Estimate 2002-2003: 20 contingency plans Target 2004-2005: 30 contingency plans

External factors

27.53 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that adequate funding (mainly voluntary contributions from donors) is available.

Outputs

27.54 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: plenary meetings (1); Third Committee meetings (1);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(ii) Security Council:

a. Substantive servicing of meetings: meetings of the Security Council, as required (1);

b. Parliamentary documentation: background papers and briefing notes on humanitarian policy issues; inputs to the reports of the Secretary-General to the Security Council, as required, such as on the humanitarian implications of sanctions and protection of civilians in armed conflict (1);

(iii) Economic and Social Council: substantive servicing of meetings: substantive servicing of the humanitarian segment (2);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Exhibits, guided tours, lectures (Advocacy and External Relations Support Section): exhibition on humanitarian activities to be displayed in meetings, seminars, public events, including "Open Doors" days at the United Nations, the Book Fair and the World Aid Exhibit in Geneva;

(ii) Booklets, fact sheets, wallcharts, information kits: Advocacy and External Relations Support Section: production of guidelines, including field guidelines on media relations and an information kit on Office for the Coordination of Humanitarian Affairs disaster-response tools; Advocacy and External Relations Support Section: production of print and audio-visual materials to support public information and advocacy on coordination of humanitarian action in both natural disasters and complex emergencies;

(iii) Press releases, press conferences: Advocacy and External Relations Support Section: coverage of humanitarian emergencies in national and international media (print and electronic);

(iv) Special events: Advocacy and External Relations Support Section: organization of and/or participation in humanitarian action related events in Eurasia and Africa with the Group of 77, academia and non-governmental organizations; organization of briefings for different categories (e.g. newly selected field representatives from other organizations, such as the World Health Organization and the International Committee of the Red Cross); preparation, launch and follow-up to the annual consolidated appeal process;

(v) Humanitarian missions: Advocacy and External Relations Support Section: organization of field missions for media representatives and advocates (parliamentarians etc.); Early Warning and Contingency Planning Unit: contingency plans for new situations and countries with country teams;

(vi) Audio-visual resources: Integrated Regional Information Network: outreach radio project, including capacity-building support for local radio stations;

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: Information Technology Section: technical advice on usage of information and communications technology;

(ii) Training courses, seminars and workshops: Early Warning and Contingency Planning Unit: Contingency Planning Training Programme;

(d) Conference services, administration, oversight (regular budget and extrabudgetary): central support services: Information Technology Section: registry of outgoing/incoming correspondence; Information Technology Section: technical user support and training in use of computers and applications.

Table 27.18 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 970.5	1 970.5	9	9
Non-post	82.3	82.3	-	-
Total	**2 052.8**	**2 052.8**	**9**	**9**
Extrabudgetary	13 631.0	15 736.9	32	42

27.55 The amount of $2,052,800 provides for the continuation of nine posts on a full-cost basis and the maintenance of non-post resources (consultants and travel) to enable the office to carry out the activities described above.

C. Programme support

Resource requirements (before recosting): $4,082,600

27.56 The Executive Office, comprising the administrative services of the New York and Geneva offices, provides support services to the Office for the Coordination of Humanitarian Affairs in connection with budgetary, financial, personnel and general administration, resource planning and use of common services.

27.57 The administrative service in New York serves as the Executive Office of the Office, overseeing and coordinating the overall administration of the New York, Geneva and field offices. In addition to its oversight responsibilities in the financial, human resources and general administration of the Office, the Executive Office assists the Emergency Relief Coordinator in the administration of the Central Emergency Revolving Fund. The Executive Office manages the trust funds under the

responsibility of the New York office and provides administrative support to the Office's Integrated Regional Information Network offices in the field.

27.58 The Administrative Office in Geneva assists the Director in financial, human resources and general administrative responsibilities and provides support to the Office's core programmes in Geneva, Geneva-based extrabudgetary projects and field offices. It manages the various trust funds under the responsibility of the Geneva office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main vehicle for funding the Office's activities in the field. The Administrative Office also oversees the administration of the secretariat of the International Strategy for Disaster Reduction.

27.59 During the biennium 2004-2005, the Executive Office will focus on assisting senior management in developing the Office for the Coordination of Humanitarian Affairs into a well managed and administrated department that is service oriented and adds value to the humanitarian agenda, improving the Office's administrative response capacity in emergency situations through the implementation of streamlined administrative procedures, ensuring effective and timely financial, administrative and personnel support in the field, establishing critical administrative tools that are key to the Office's smooth operations, finalizing a roster of emergency personnel for rapid deployment and developing field administrative manuals and guidelines. Focus will be also on strengthening people-based management, with an emphasis on staff development, mobility and welfare.

Table 27.19 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 228.0	1 228.0	7	7
Non-post	2 854.6	2 854.6	-	-
Total	**4 082.6**	**4 082.6**	**7**	**7**
Extrabudgetary	4 265.8	8 129.0	15	24

27.60 The amount of $4,082,600 provides for the continuation of seven posts on a full-cost basis and the maintenance of non-post resources to enable the Office to carry out the activities described above.

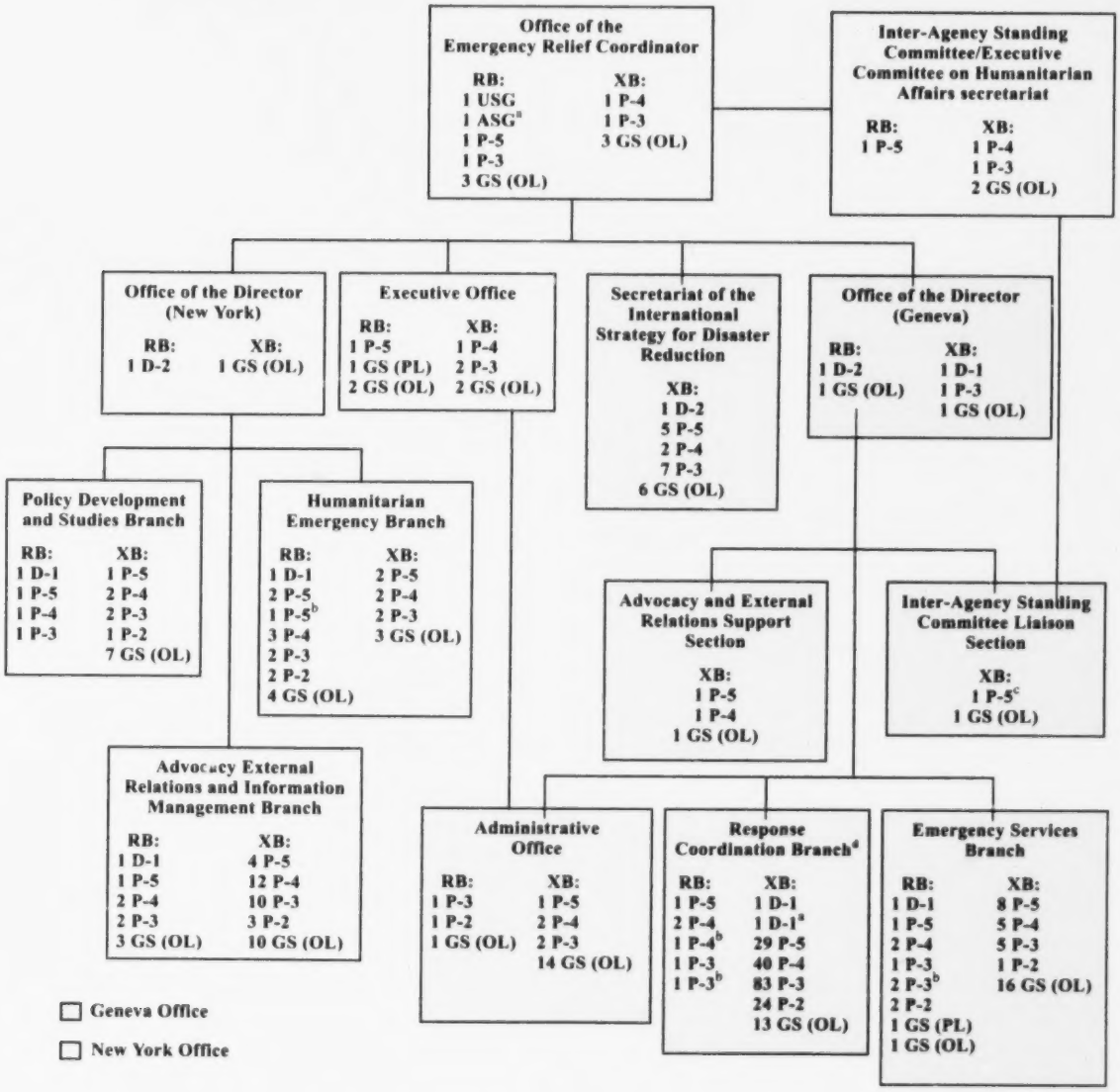
Table 27.20 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/56/7, chap. II)	
The Committee trusted that the next budget submission for the Office for the Coordination of Humanitarian Affairs would better reflect the results-based budgeting format. In that connection, the most significant workload indicators should be presented in tabular form for the past two or three bienniums (para. VI.35).	The Office for the Coordination of Humanitarian Affairs has taken measures to ensure that the budget submission for 2004-2005 better reflects the results-based budgeting format, including the designation of focal points for every subprogramme, appropriate training and participation in results-based budgeting workshops, the implementation of a strategic planning process with the aim of enabling it annually to define its strategic vision, identify priority objectives and plan its activities in a manner that is transparent and can be measured in terms of performance. A Strategic Action Plan was developed based on the medium-term plan, the programme budget, programme management plan, and linking strategies and performance. In that context, the Office also prepared a guide to developing a work plan which was intended to assist programme managers in identifying key result areas, goals, activities and performance measures.
The Committee requested that further efforts be made to establish a leaner and more effective secretariat structure with an internal governance that is less cumbersome than that which was currently in place.	Following the management review, the Office has established an effective secretariat structure, which integrated natural disaster and complex emergency functions throughout the Office, including a unified desk officer structure that applies both in New York (Humanitarian Emergency Branch) and Geneva (Response Coordination Branch). Another branch, the Emergency Services Branch (which integrated emergency support units such as the Field Coordination Support Section, the United Nations Disaster Assessment and Coordination team, the Military and Civil Defence Unit, United Nations Environment Programme/Office for the Coordination of Humanitarian Affairs support, Emergency Telecommunications, etc.) focused on further development of tools for

Brief description of the recommendation	*Action taken to implement the recommendation*
	coordination. The presence of the Office for the Coordination of Humanitarian Affairs in New York and Geneva has proven to be critical for its effective functioning; the presence in New York has ensured that the policy dimension of the coordination of emergencies is integrated into the overall response of the United Nations in crisis; this is important because the Security Council is located in New York. On the other hand, Geneva has increasingly become the hub for humanitarian assistance and the presence of the Office there has enabled it to work closely with key humanitarian partners. From the Office's own experience, it is more cost-effective to have some functions in both locations but under one management and functional structure. For example, information management is based in New York but maintains a presence in Geneva which focuses on supporting Geneva and the field; policy development, based in New York, also has unit in Geneva which focuses on natural disaster and operational issues; similarly, the Inter-Agency Standing Committee maintains a liaison unit in Geneva which services its working groups which meet frequently in Europe.
The Committee requested that, in the context of the next budget submission, additional clarification be provided, including arrangements for collaboration and cooperation between the Office for the Coordination of Humanitarian Affairs and members of the United Nations system, funds and programmes, as well as assets outside the United Nations system.	The Office for the Coordination of Humanitarian Affairs has been working closely with other departments, funds and programmes of the United Nations system, through its chairing of the Executive Committee on Humanitarian Affairs and the Inter-Agency Standing Committee. These interdepartmental or inter-agency bodies meet frequently at both the principal and working levels, engaged in a series of issues of concern to the humanitarian community, including, among others, protection of civilians, protection from sexual exploitation and abuse, and guidance on transitional situations. The Office has also had increased involvement with private sector partners, such as telecommunications firms and military partners in gaining assets outside the United Nations system for humanitarian purposes.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee noted with concern that no explanation had been provided of the changes to the staffing composition funded from extrabudgetary sources. The Committee requested that detailed information on staffing requirements, regardless of the source of funding, be included in future budget submissions.	In the programme budget submission for 2004-2005, information on the staffing requirements, regular budget and extrabudgetary resources is being provided under each subprogramme in the supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions.

Office for the Coordination of Humanitarian Affairs
Organizational structure and post distributions for the biennium 2004-2005


Office of the Emergency Relief Coordinator
RB: 1 USG, 1 ASG[a], 1 P-5, 1 P-3, 3 GS (OL)
XB: 1 P-4, 1 P-3, 3 GS (OL)
Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs secretariat
RB: 1 P-5
XB: 1 P-4, 1 P-3, 2 GS (OL)
Office of the Director (New York)
RB: 1 D-2
XB: 1 GS (OL)
Executive Office
RB: 1 P-5, 1 GS (PL), 2 GS (OL)
XB: 1 P-4, 2 P-3, 2 GS (OL)
Secretariat of the International Strategy for Disaster Reduction
XB: 1 D-2, 5 P-5, 2 P-4, 7 P-3, 6 GS (OL)
Office of the Director (Geneva)
RB: 1 D-2, 1 GS (OL)
XB: 1 D-1, 1 P-3, 1 GS (OL)
Policy Development and Studies Branch
RB: 1 D-1, 1 P-5, 1 P-4, 1 P-3
XB: 1 P-5, 2 P-4, 2 P-3, 1 P-2, 7 GS (OL)
Humanitarian Emergency Branch
RB: 1 D-1, 2 P-5, 1 P-5[b], 3 P-4, 2 P-3, 2 P-2, 4 GS (OL)
XB: 2 P-5, 2 P-4, 2 P-3, 3 GS (OL)
Advocacy and External Relations Support Section
XB: 1 P-5, 1 P-4, 1 GS (OL)
Inter-Agency Standing Committee Liaison Section
XB: 1 P-5[c], 1 GS (OL)
Advocacy External Relations and Information Management Branch
RB: 1 D-1, 1 P-5, 2 P-4, 2 P-3, 3 GS (OL)
XB: 4 P-5, 12 P-4, 10 P-3, 3 P-2, 10 GS (OL)
Administrative Office
RB: 1 P-3, 1 P-2, 1 GS (OL)
XB: 1 P-5, 2 P-4, 2 P-3, 14 GS (OL)
Response Coordination Branch[d]
RB: 1 P-5, 2 P-4, 1 P-4[b], 1 P-3, 1 P-3[b]
XB: 1 D-1, 1 D-1[a], 29 P-5, 40 P-4, 83 P-3, 24 P-2, 13 GS (OL)
Emergency Services Branch
RB: 1 D-1, 1 P-5, 2 P-4, 1 P-3, 2 P-3[b], 2 P-2, 1 GS (PL), 1 GS (OL)
XB: 8 P-5, 5 P-4, 5 P-3, 1 P-2, 16 GS (OL)
Geneva Office
New York Office

Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; OL, Other level; PL, Principal level.

[a] Reclassification.

[b] New posts.

[c] Non-reimbursable loan.

[d] The staffing table does not include 82 National Officers and 443 Local level posts in the field offices.